



# County of Los Angeles CHIEF EXECUTIVE OFFICE

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WILLIAM T FUJIOKA  
Chief Executive Officer

October 21, 2009

To: Supervisor Don Knabe, Chairman  
Supervisor Gloria Molina  
Supervisor Mark Ridley-Thomas  
Supervisor Zev Yaroslavsky  
Supervisor Michael D. Antonovich

From: William T Fujioka  
Chief Executive Officer

Board of Supervisors  
GLORIA MOLINA  
First District

MARK RIDLEY-THOMAS  
Second District

ZEV YAROSLAVSKY  
Third District

DON KNABE  
Fourth District

MICHAEL D. ANTONOVICH  
Fifth District

## PERMIT AND LAND MANAGEMENT SOLUTIONS (PALMS) PROJECT – THIRD QUARTERLY STATUS REPORT

As requested by your Board, this is the third quarterly status report for the Permit and Land Management Solutions (PALMS) Feasibility and Requirements Report (FRS) Project.

The purpose of the PALMS project is to identify, analyze, and recommend improvements to business processes and supporting technology that will increase the effectiveness and efficiency of the County's permitting and land management functions. A multi-departmental Executive Steering Body and Project Team, chaired by the Deputy Chief Executive Officer for the Community and Municipal Services Cluster, was formed to direct the project. The primary participating departments are:

- Assessor
- Fire
- Parks and Recreation
- Public Health, Environmental Health Division
- Public Works
- Regional Planning

Other departments that are involved in the project include:

- Chief Executive Office
- Chief Information Office
- Auditor-Controller
- Registrar-Recorder/County Clerk
- Treasurer and Tax Collector

*"To Enrich Lives Through Effective And Caring Service"*

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On January 6, 2009, your Board approved an Agreement with Woolpert, Inc. to assist the County in performing this project. Woolpert is an independent consulting and engineering firm with expertise in municipal permitting and land management processes and technology solutions that was selected via a competitive procurement process. The formal project kick off meeting was conducted on March 2, 2009.

Woolpert has interviewed over 150 County personnel in numerous meetings. The first major deliverable, the Business Value Report, was delivered and accepted. Progress is well under way to finalize the Business Process Mapping and System Requirements Specification documents. The project is on schedule, on budget, and within the anticipated scope. Significant additional project tasks are scheduled to begin during the final quarter of calendar year 2009. The project is scheduled to be completed by the end of April 2010. Additional project information is provided in the attached PALMS Quarterly Status Report.

Continuing the trend reported in the previous quarterly status reports, the project continues to identify a number of significant issues and associated opportunities for substantially improving the County's permitting and land management business processes and information systems.

We will continue to update your Board with the PALMS status on a quarterly basis through project completion. If you or your staff have any questions or need further information, please contact Lari Sheehan, Deputy Chief Executive Officer at (213) 893-2477, or via e-mail at [lsheehan@ceo.lacounty.gov](mailto:lsheehan@ceo.lacounty.gov).

WTF:LS  
JA:os

#### Attachment

- c: Executive Officer, Board of Supervisors
- Acting County Counsel
- Assessor
- Acting Director of Regional Planning
- Auditor-Controller
- Chief Information Officer
- Director and Health Officer of Public Health
- Director of Parks and Recreation
- Director of Public Works
- Fire Chief
- Registrar-Recorder/County Clerk
- Treasurer and Tax Collector

**PERMIT AND LAND MANAGEMENT SOLUTIONS (PALMS)**  
**Quarterly Status Report**  
**October 2009**

The following is a high level quarterly status update regarding the Permitting and Land Management Solution (PALMS) project for the third quarter (July - September) of 2009:

**Actions for July - September 2009**

- Received initial drafts of the two deliverables for Task 3, Document Business Processes and Requirements. 118 business processes were defined and documented in the Business Process Mapping Report and in the System Requirements Specification.
- Woolpert has categorized the business processes into three major functions:
  - Land Development
  - Permits/Inspections
  - Enforcement

The analysis of alternatives and recommendations in future tasks will consider these three major functions.

- Review of the deliverables is underway by subject matter experts, the County Project Team and the County Executive Steering Body.
- Two business processes were identified for further analysis in Task 4, Analysis of Most Complex Business Processes:
  - Subdivisions
  - Conditional Use Permits

The analysis of these complex business processes will include considering the potential improvements that could be provided by the use of Workflow/Document Management technology, Location/GIS technology, and the One Stop concept.

- Weekly Project Team calls were conducted with Woolpert and County Project Team members. Weekly project status reports were produced by Woolpert.

## PERMIT AND LAND MANAGEMENT SOLUTIONS (PALMS)

Quarterly Status Report

October 2009

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- Monthly Executive Steering meetings were conducted with Woolpert and County Executive Steering Body members. Monthly project status updates were produced by Woolpert.

The September Executive Steering meeting was conducted at the Los Angeles County Sanitation Districts in order to see a demonstration of their industrial waste water permitting application with integrated workflow and document management capabilities.

- Woolpert continued to update the project website. All project documents are located on the project website. Project communications are routed through and recorded on the website. All directly involved project participants were invited to register. Other County stakeholders may access the site after being granted a user name and password by Woolpert. The web address is <https://woolpert.centraldesktop.com/login>

### **Next Steps October - December 2009**

- Complete Task 3, Document Business Processes and Requirements.
- Complete Task 4, Analysis of Most Complex Business Processes.
- Begin and complete Task 5, Develop Scope of Optimal Enterprise System.
- Begin Task 6, Analysis of Common Data Elements and Business Process Interfaces.
- Begin Task 7, Develop High Level Enterprise Process Flow.
- Begin Task 8, Document Costs, Risks and Benefits of PALMS Development Options.
- Begin Task 9, System Recommendations.
- Continue to conduct weekly project status calls
- Continue to conduct onsite Monthly Project Status Meetings.
- Conduct a Board Deputies Update.